

*School of Business, Economics and Communication  
Institute of Management Development*



*A Practical Guide to an Effective  
Negotiation*

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## CHAPTER I

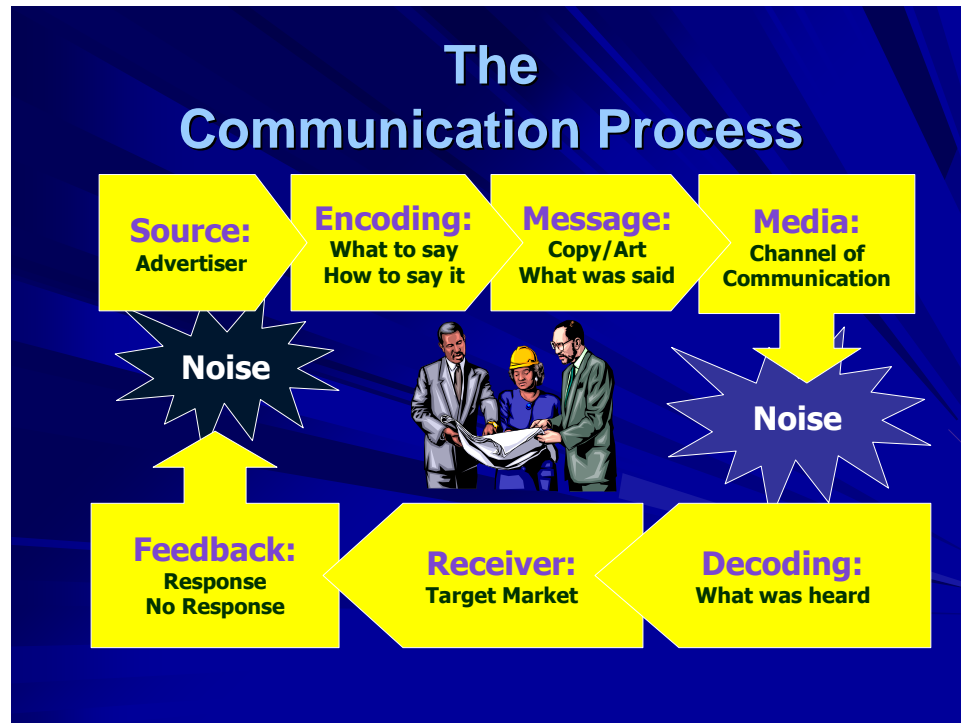


I CAN'T BELIEVE IT - I'VE MADE  
IT AGAIN!!!

## THE COMMUNICATION PROCESS

## The Communication Process

**Communication** is the process of passing information and understanding from one person to another. The communication process involves six basic elements: sender (encoder), message, channel, receiver (decoder), noise, and feedback. Communication can break down at any one of these elements.



**The sender** initiates the communication process. When the sender has decided on a meaning, he or she **encodes** a message, and selects a channel for transmitting the message to a receiver. To encode is to put a message into words or images.

**The message** is the information that the sender wants to transmit.

**The medium** is the means of communication, such as print, mass, electrical, and digital. As a sender, the salesperson should define the purpose of the message, construct each message with the receiver in mind, select the best medium, time each transmission thoughtfully, and seek feedback.

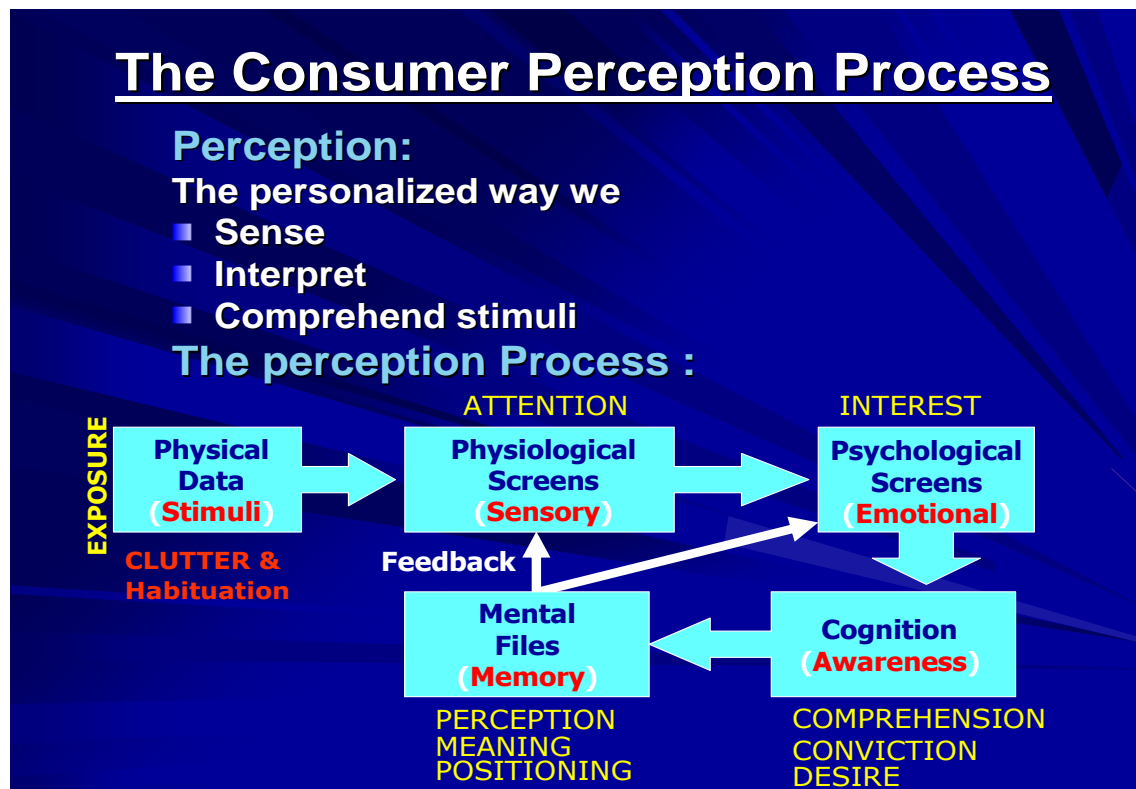
### Nonverbal Communication

**Nonverbal messages** include images, actions and behaviors used to communicate. Images include photographs, film, charts, tables, graphs, and video. **Nonverbal behaviors** include actions, body language, and active

listening. Actions and body language include eye contact, gestures, facial expressions, posture, and appearance. (chapter II - page 8)

**The receiver** is the person or group for whom the communication effort is intended. **Noise** is anything that interferes with the communication.

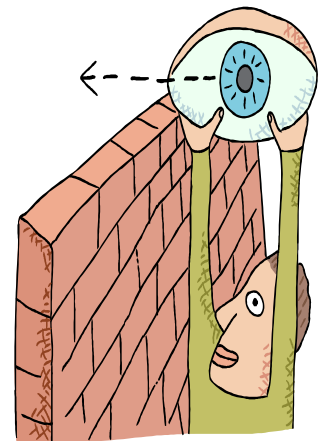
**Feedback** ensures that mutual understanding has taken place in a communication. It is the transfer of information from the receiver back to the sender. **The receiver decodes** or makes out the meaning of the message. Thus, in the feedback loop, the receiver becomes the sender and the sender becomes the receiver.



**The subconscious filters that shield us from unwanted information**

**Physiological Screens:**

- Sight
- Sound
- Touch
- Taste
- Smell



## Psychological Screens:

- **Innate Factors**
  - **Personality & intelligence**
  - **Instinctive needs (Motives)**
- **Learned Factors**
  - **Self-concept & self confidence**
  - **Interests & hobbies**
  - **Attitudes & lifestyles**
  - **Beliefs & opinions**

## *Model of Consumer Decision Making*

### *1. AIDA Model*

**AIDA** is the original sales training short form, from the late 1950's, when selling was first treated as a professional discipline, and sales training began. If you remember just one sales or selling model, remember AIDA. Often called the 'Hierarchy of Effects', AIDA describes the basic process by which people become motivated to act on external stimulus, including the way that successful selling happens and sales are made.



The AIDA process also applies to any advertising or communication that aims to generate a response & it provides a reliable template for the design of all sorts of marketing materials.

Simply, when we buy something we buy according to the AIDA process. So when we sell something we must sell go through the AIDA stages. Something first gets our **attention**; if it's relevant to us we are **interested** to learn or hear more about it. If the product or service then appears to closely match our needs and/or aspirations, and resources, particularly if it is special, unique, or rare, we begin to **desire** it. If we are prompted or stimulated to overcome our natural caution we may then become motivated or susceptible to taking **action** to buy.

## Some AIDA pointers:

### Attention

- Getting the other person's attention sets the tone: first impressions count , so smile - even on the phone because people can hear it in your voice - be happy (but not annoyingly so) be natural, honest and professional.
- If you're not in the mood to smile do some paperwork instead. If you rarely smile then get out of selling.
- Getting attention is more difficult than it used to be, because people are less accessible, have less free time, and lots of competing distractions, so think about when it's best to call.
- Gimmicks, tricks and crafty techniques don't work, because your prospective customers - like the rest of us - are irritated by hundreds of them every day.
- If you are calling on the phone or meeting face-to-face you have about five seconds to attract attention, by which time the other person has formed their first impression of you.
- Despite the time pressure, relax and enjoy it - expect mostly to be told 'no thanks' - but remember that every 'no' takes you closer to the next 'okay'.

### Interest

- You now have maybe 5-15 seconds in which to create some interest.
- Something begins to look interesting if it is relevant and potentially advantageous. This implies a lot:
- The person you are approaching should have a potential need for your product or service or proposition (which implies that you or somebody else has established a target customer profile).
- You must approach the other person at a suitable time (ie it's convenient, and that aspects of seasonality and other factors affecting timing have been taken into account)
- You must empathize with and understand the other person's situation and issues, and be able to express yourself in their terms (ie talk their language).

### Desire

- The sales person needs to be able to identify and agree the prospect's situation, needs, priorities and constraints on personal and organizational levels, through empathic questioning and interpretation.
- You must build rapport and trust, and a preparedness in the prospect's mind to do business with you personally (thus dispelling the prospect's feelings of doubt or risk about your own integrity and ability).

- You must understand your competitors' capabilities and your prospect's other options.
- You must obviously understand your product (specification, options, features, advantages, and benefits), and particularly all relevance and implications for your prospect.
- You must be able to present, explain and convey solutions with credibility and enthusiasm.
- The key is being able to demonstrate how you, your own organization and your product will suitably, reliably and sustainably 'match' the prospect's needs identified and agreed, within all constraints.
- Creating desire is part skill and technique, and part behaviour and style. In modern selling and business, trust and relationship (the 'you' factor) are increasingly significant, as natural competitive development inexorably squeezes and reduces the opportunities for clear product advantage and uniqueness.

## Action

- Simply the conversion of potential into actuality, to achieve or move closer to whatever is the aim.
- Natural inertia and caution often dictate that clear opportunities are not acted upon, particularly by purchasers of all sorts, so the sales person must suggest, or encourage agreement to move to complete the sale or move to the next stage.
- The better the preceding three stages have been conducted, then the less emphasis is required for the action stage; in fact on a few rare occasions in the history of the universe, a sale is so well conducted that the prospect decides to take action without any encouragement at all



## CHAPTER II



## NON VERBAL COMMUNICATION (BODY LANGUAGE)



## Nonverbal Communication

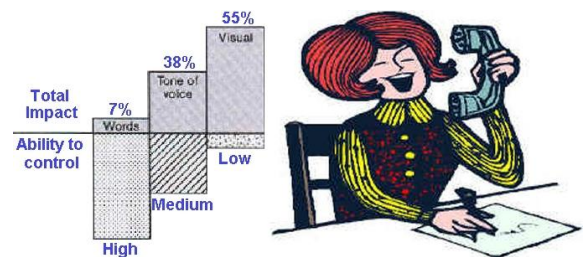
**Visual communication** expresses majority of a person's feelings and emotions

**1- Body language** includes facial expressions, shifts in posture and stance, as well as the movement of body limbs.

- a. Understand the Body Language of Gestures
- b. Body Signals
- c. Hand Movements
- d. Your gestures should be calm and unhurried.

**2- Facial expressions** convey a larger percentage of the nonverbal message than body movement does.

**3- If you can read your recipient's body language** and control your own body signals then you are more likely to be understood.



**4- Warning signals** → the recipient is either not understanding or not accepting the message.

- i. Rubbing the nose.
- ii. Leaning back in the chair with hands behind the head.
- iii. Resting the head in the hands with elbows on the desk.
- iv. Finger under collar or rubbing back of neck.

## NONVERBAL COMMUNICATION: WATCH FOR IT

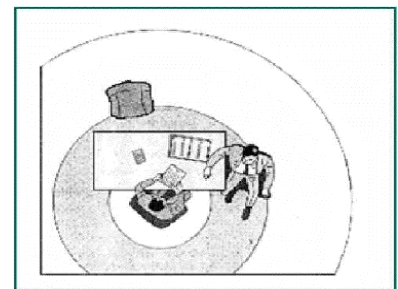
There are four major nonverbal communication channels: **physical space, appearance, handshake, body movement**

### A. Concept of Space

**1. Territorial space** - is the area around the self a person will not allow another person to enter without consent.

**2. Four types of distances to consider:**

- a. **Intimate space** - about arm's length, is the most sensitive zone, since it is reserved for very close friends and loved ones (up to two feet).



**b. Personal space** - is the closest zone a stranger or business acquaintance is normally allowed to enter (2-4 feet).

**c. Social space** - is the area normally used for a sales presentation (4-12 feet).

**d. Public space** - is often used by the salesperson making a presentation to a group of people (>12 feet).

### 3. Space threats.

The "territorial imperative" causes people to feel that they should defend their space or territory.

### 4. Space invasion.



a. Prospect who allows you to enter or invade personal or even intimate space is saying "come on into my space, let's be friends."

b. You can then use space to your advantage.

## B. Communications Through Appearance and the Handshake.

1. Style hair carefully - important factor for a first impression

2. Dress as a professional - clothing is always a major determinant of your success.



3. Shake hands firmly and look people in the eye - general rules:

a. Extend your hand first if appropriate.

b. Sometimes you may want to let the other party initiate.

c. Maintain eye contact, gripping the hand firmly.

## C. Body Language Gives You Clues

### 1. Acceptance Signals: those that indicate that your recipient believes in you.

- i. **Body angle** - leaning forward or upright at attention
- ii. **Face** - smiling, pleasant, relaxed, good eye contact, positive voice tones
- iii. **Hands** - relaxed and generally open, doing calculations, holding on to a sample as you try to withdraw it, firm handshake, tough arm on shoulder
- iv. **Arms** - relaxed and generally open
- v. **Legs** - crossed and pointed toward you or uncrossed



### 2- Caution Signals: your recipient is neutral or doubtful

- i. **Body angle** - leaning away from you
- ii. **Face** - puzzled, little or no expression, little eye contact, questioning tone of voice
- iii. **Arms** - crossed, tense
- iv. **Hands** - fidgeting with something, weak handshake
- v. **Legs** - moving, crossed away from you



### # How to Handle Caution Signals ?! #

- a. Adjust to the situation by slowing up or departing from your planned presentation.
- b. Use open-ended questions to encourage him to talk and express his attitudes and beliefs.
- c. Listen and respond to what he says.
- d. Project acceptance signals yourself.

### 3. Disagreement Signals: the recipient is completely uninterested.

i. **Body angle** - retracted shoulders, leaning away from you, moving entire body back--wants to move away

ii. **Face** - tense, showing anger, wrinkled face and brow, very little eye contact, negative voice tones, may become suddenly silent

iii. **Arms** - tense, crossed over chest

iv. **Hands** - tense and clenched, weak handshake

v. **Legs** - crossed and away from you



### # How to handle disagreement signals ?! #

a. Stop your planned presentation and use open-ended questions

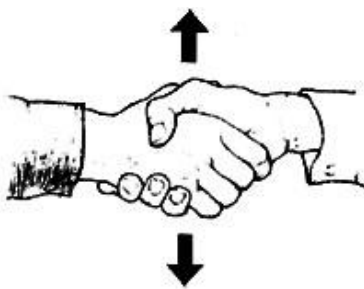
b. Reduce or eliminate pressure to talk

e. Let him know you're there to help him.

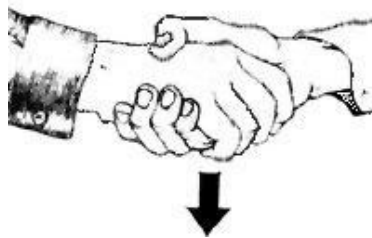
f. Use direct questions to determine his attitudes and beliefs

## Common Body Language

### I. Hand Shaking



**Normal Handshake**



**Dominant Handshake**



**Submissive Handshake**

## II. Eye Gestures



**Business Gaze**



**Social Gaze**



**Intimate Gaze**

## III. Leg Gestures



**Crossed Arms & Legs**  
**(Defensive attitude)**



**Crossed-Leg Gestures**  
**(Negative attitude)**



**The Figure 4 Leg Lock**  
**(Argumentative attitude)**

#### IV. Popular Gestures



**Picking Imaginary Lint**  
**(Disapproval)**

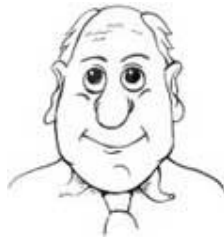


**Downward Direction**  
**(Frustrated)**



**Upward Direction**  
**(Aggressive)**

#### V. Head Gestures



**Neutral Head Position**



**Disapproval Position**

#### Now Test Yourself ?!



*Can You Tell What is the Non Verbal Message Conveyed By Each of Them?!!*



## Barriers To Communication



**1. Differences in perception** – Sender and receiver should share a common understanding of the information contained in the presentation.

**2. Recipients do not recognize a need for the communication.**

**3. Time pressure** some time pressure is necessary, but high pressure techniques erect communication barriers.

**4. Information overload** - presenting too much technical information may confuse or offend your recipient.

**5. Disorganized presentation** - can frustrate the receiver.

**6. Distractions** - telephone calls and people entering the office may sidetrack the receiver's thoughts.

**7. Poor listening** - telephone calls and people entering the office may invite him to participate in the conversation.

**8. Not adapting to receiver's style** - use different communication styles and match your recipient's communication style

## Master Persuasive Communication to Maintain Control

### A. Everyone needs to be a good communicator.

- Persuasion - the ability to change a person's belief, position, or course of action.

### B. Feedback guides your presentation.

- You need to generate feedback from the recipient (a recognizable response).
- Probing - gathering information and uncovering needs using questions

### **C. Empathy puts you in your customer's shoes.**

- The ability to identify and understand the other people's feelings, ideas, and situation.

### **D. Creating mutual trust develops friendship.**

- Important for effective long-run communication

### **E. Listening clues**

#### **i. Listen to words, feelings, and thoughts.**

- (1) Note changes in eye contact.
- (2) Concentrate.
- (3) Listen behind the words.
- (4) Listen between the words.

#### **ii. The Three Levels of Listening:**

##### **(1) Marginal Listening**

- ➔ Involves the least concentration
- ➔ Listeners are easily distracted

##### **(2) Evaluate listening**

- ➔ Listener actively hears, but no effort to understand
- ➔ Listener concentrates on preparing a response

##### **(3) Active listening**

- ➔ Attention is not only on words spoken, but on thoughts, feelings, and meaning conveyed.

#### **iii. Technology helps to remember**

- (1) Listening - the process of receiving the message the way the speaker intended to send it
- (2) Memory - recall over time



## CHAPTER III



"This one pretty much sums it up."

# SOCIAL STYLE MATRIX

## Assertiveness (Dominance)

Assertiveness is expressing our thoughts, feelings, and beliefs in a direct, honest, and appropriate way. It means that we have respect both for ourself and for others. We are consciously working toward a "win-win" solution to problems.

More assertiveness ( tell oriented)	Less assertiveness ( ask oriented)
1. willing to disagree	1. listen without interruption
2. initiate conversation	2. let customer direct flow of conversation
3. volunteer information	3. ask for customer's opinion
4. risk taker	4. risk avoider
5. express strong opinions	5. express moderate opinions

## Responsiveness (Sociability)

The degree to which people react emotionally when they are in social situation

More responsiveness (emote)	Less responsiveness (control)
1. shows emotions	1. control emotions
2. uses opinions	2. uses facts
3. personable, friendly	3. impersonal, businesslike
4. animated facial expressions	4. controlled facial expressions
5. informal dress	5. formal dress

## Versatility

A characteristics of people who increase the productivity of social relationships by adjusting to the need of the other party

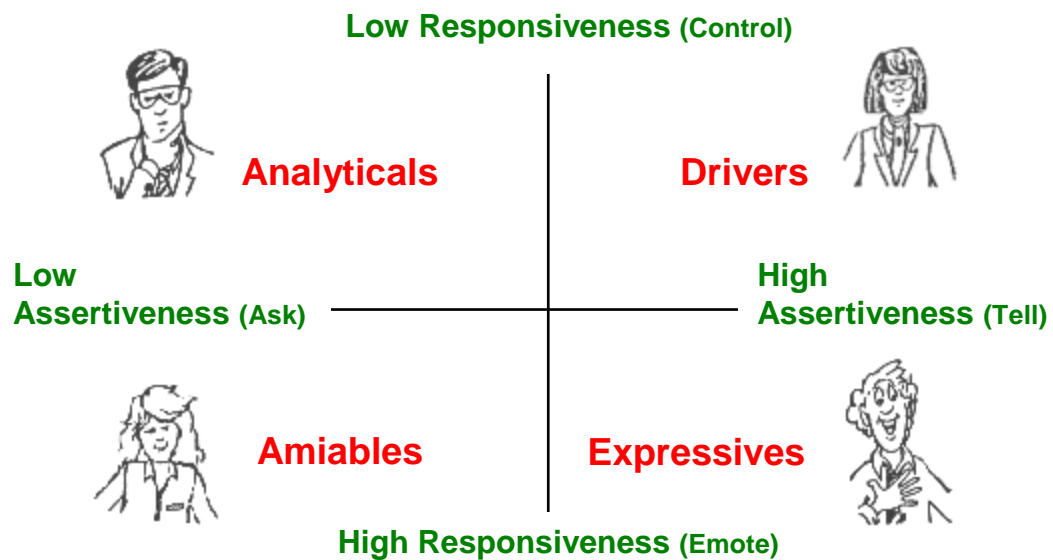
More versatile	Less versatile
1. able to adapt to other's needs	1. limited ability to adapt to other's needs
2. generalist	2. specialist
3. broad interests	3. well defined interests
4. negotiates issues	4. sticks to principles
5. unpredictable	5. predictable

# Social Style Matrix

The social style matrix use to assist people in adapting their communication style

## Dimensions of Social Styles

- Assertiveness
- Responsiveness



## Analyticals



# Are low on assertiveness and low on responsiveness, they like facts, principles and logic.

# Because they are strongly motivated to make the right decision, analyticals make decisions slowly .

# They systematically analyze the fact , using the past as an indication of future events.

➔ **To communicate:** use solid, tangible evidence when making presentations to analyticals.

# Analyticals are also influenced by presentations that recognize their technical expertise and emphasize long term benefits, they tend to disregard personal opinions.



## Expressives

# Are high on assertiveness and high on responsiveness.

# Expressives are warm, approachable, intuitive, and competitive

# Although expressives are interested in personal relationships, their relationships are primarily with supporters and followers recruited to assist expressives in achieving their personal goals

# People with an expressive style focus on the future, directing their time and effort toward achieving their vision

# Expressives base their decision on their personal opinions and the opinions of others, they act quickly, take risk, but tend to be impatient and change their minds easily.

➔ When communicating to expressives, **you** need to demonstrate how your communication will help them achieve personal status and recognition.

# Expressives prefer presentations with demonstrations and creative graphics, rather than factual statement and technical details, testimonials from well known firms and people appeal to expressiveness' need for status and recognition .



## Amiables



- # Are low on assertiveness and high on responsiveness.
- # Close relationships and cooperation are important to amiable.
- # They achieve their objectives by working with people, developing an atmosphere of mutual respect rather than using power and authority.
- # Amiables tend to make decisions slowly, building a consensus among people involved in the decision.
- # They avoid risks and change their opinions reluctantly.
- ➔ **You** may have difficulty detecting an amiable's feelings, and to build personal relationships with them, you should stress the benefits.
- # Because amiables avoid conflict, they often say things to please others despite their personal opinions.

## Drivers

- # Are high on assertiveness and low on responsiveness
- # Drivers have learned to work with others only because they must do so to get the job done, not because they enjoy people .
- # They have a great desire to get ahead in their company and careers
- # Drivers are swift, efficient decision makers. They focus on the present and appear to have little concern with the past or future.
- # They generally base their decisions on facts, take risks, and want to look at several alternatives before making a decision.
- # Drivers like fact and data but want to know how the fact affect results, they are not interested simply in technical information
- ➔ To influence a driver, **you** need to use a direct, business like, organized presentation with quick action and follow up .

## A Comparative Summary of the Four Social Styles

<b>Art of Relating</b>	 <b>Amiable</b>	 <b>Analytical</b>	 <b>Driver</b>	 <b>Expressive</b>
<b>Appearance</b>	casual/ conforming	formal/ conservative	business- like	fashionable/ stylish
<b>Work space</b>	personal/ friendly	structured/ organized	busy/ structured	stimulating/ cluttered
<b>Pace</b>	slow/ easy	slow/ systematic	fast/ decisive	fast/ spontaneous
<b>Priority</b>	maintain relationship	task/ process	task/ results	relationship/ interacting
<b>Fears</b>	confrontation	embarrassment	loss of control	loss of prestige
<b>Under tension will</b>	submit	withdraw/ avoid	dictate/ assert	attack/ be sarcastic
<b>Seeks</b>	attention	accuracy	productivity	recognition
<b>Gains security by</b>	close relationships	preparation	control	flexibility
<b>Wants to maintain</b>	relationships	credibility	success	status
<b>Supports his/her</b>	feelings	thoughts	goals	ideas
<b>Likes you to be</b>	pleasant	precise	to the point	stimulating
<b>Wants to be</b>	liked	correct	in charge	admired
<b>Irritated by</b>	insensitivity/ impatience	surprises	inefficiency/ indecision	inflexibility/ routine
<b>Measures person's worth by</b>	compatibility with others	precision/ accuracy	results/ track record	recognition/ compliments

## Portrait of Offices

### 1-Portrait of an Analytical's office



The first thing you notice will probably be the glasses. The Analytical will have worn out his or her eyes from constantly reading everything. On the wall you may see a framed degree, but the chief decoration will be charts, figures, and graphs of every kind. The analytical is not very friendly, will often greet you skeptically, and doesn't want to share much – especially anything personal. There will be no flowers or plant; for the Analytical, they belong in greenhouses. On the desk will be only business-related information, and that will be carefully arranged. It's not a power office, but it definitely will be functional. As for color, black and white will do nicely.

### 2-Portrait of an Amiable's office



The first thing you will notice will be pictures of loved ones on the desk: husband, wife, family, favorite pets. They'll be in a candid style, and the Amiable loves to talk about them. On the walls will be colorful photos of landscapes, waterfalls, birds, and sunsets. You'll find flowers or plants that are growing well and office colors that are harmonious and restful. The person will almost certainly be dressed in colors that match. Furniture will be fashionable, but not overwhelming. Files are present, but usually kept out of the way. If you're a little late, the Amiable won't mind. If you have the Amiable in your company, he or she will stay with you. The Amiable likes company, newsletters, picnics, gatherings, and retirement parties.

### 3-Portrait of a Driver's office



Of course, it must be the corner office with two windows, but the Driver never looks at the view. Pictures on the wall are of battlefields, maps, and boats. The Driver is a multi-tasked person and can sign letters, hold interviews, and talk on the phone simultaneously. Office furniture contributes to the impression of power and control, and is the most expensive and incredible available.

On the desk are often family portraits, but never candid shots. They are formal portraits showing everyone in his or her proper role, frozen forever as the Driver sees them. The office will probably be decorated by an interior designer to create the feeling of power, and the colors of the office will be strong power colors. Curt and tough, straight to business. That's the Driver at work in his or her den. Don't waste time. Get straight to the point!

## 4-Portrait of an Expressive's office



In short, it's a mess. The Expressive loves favorite sayings and has them plastered on the wall or sitting on the desk. Files are never in a filing cabinet. Rather, they're piled all over the office in stacks. But don't be misled. The Expressive knows exactly where everything is and can find virtually anything by its location. Office colors will probably be loud and lively. If there are flowers or plants, they're likely dead – either talked to death or lacking water. The Expressive's greatest reward is personal acknowledgment from others, and examples of this will be displayed. The Expressive is an excitable dreamer, with lots of ideas and projects, but without the time to follow them up.

## How to Negotiate

### 1-When negotiating with an Analytical

- Be systematic, thorough, deliberate, and precise
- Focus on the task
- Be prepared to answer many **“how”** questions
- Provide analysis and facts
- Don't get too personal
- Recognize and acknowledge the need to be accurate and logical
- Allow time for evaluation
- Use lots of evidence
- Compliment the precision and accuracy of the completed work.



### 2- When negotiating with an Amiable



- Be relaxed and agreeable
- Maintain the status quo
- Be logical and systematic
- Create a plan with written guidelines
- Be prepared to answer **“why”** questions
- Be predictable
- Agree clearly and often
- Use the word “we”
- Don't push and don't rush
- Compliment him or her as a team player
- Be a good listener

### 3-When negotiating with a Driver

- Focus on the task
- Talk about expected results
- Be businesslike and factual
- Provide concise, precise, and organized information
- Discuss and answer “**what**” questions
- Argue facts, not feelings
- Don’t waste time and don’t argue details
- Provide options.



### 4-When negotiating with an Expressive



- Focus on developing a relationship
- Try to show how your ideas will improve his or her image
- Be enthusiastic, open, and responsive
- Relate to the need to share information, stories, and experience
- Be forthcoming and willing to talk
- Ask and answer “**who**” questions
- Remember to be warm and approachable at all times

Work to minimize his or her direct involvement with details or personal conflicts